



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

February 17, 2010

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

CHIEF EXECUTIVE OFFICE STRATEGIC PLAN (APRIL 10, 2001 BOARD AGENDA, ITEM NO. 27) – STATUS REPORT

On April 10, 2001, your Board approved the Chief Executive Office's (Office) recommendations to develop a Master Agreement for Strategic Planning and related services to assist departments in preparing departmental strategic plans consistent with the County Strategic Plan. This recommendation was approved, as amended, on motion of Supervisor Molina, to instruct each department head to submit their respective strategic plans to Board offices for review prior to their implementation.

Consistent with this instruction, we are providing for your review the proposed CEO Strategic Plan as an update to the initial Chief Administrative Office Strategic Plan developed in 2002. Attachment I is an introduction to the Plan, which includes a description of the collaborative and consultative process undertaken to develop the update; Attachment II is the final draft of the Plan.

We plan to issue the final CEO Strategic Plan on March 10, 2010.

If you have any questions or require additional information, please have your staff contact Ellen Sandt at (213) 974-1186 or esandt@ceo.lacounty.gov or Martin Zimmerman at (213) 974-1326 or mzimmerman@ceo.lacounty.gov.

WTF:ES
MKZ:pg

Attachments

c: Executive Office, Board of Supervisors

2010-02 – 02-17-10 CEO Strategic Plan April 10 2001 Board Agenda Item No 27 – Status Report

"To Enrich Lives Through Effective And Caring Service"

***Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only***

CHIEF EXECUTIVE OFFICE STRATEGIC PLAN

INTRODUCTION

In March 2007, the Board of Supervisors (Board) approved a new system of administrative governance for the County of Los Angeles (County) that formally delegated administrative and operational oversight to the newly created Chief Executive Officer (CEO):

“..delegating to the CEO additional responsibilities for the administration of the County including the oversight, evaluation and recommendation for appointment/dismissal of appointed County Department Heads”. *Board Report, May 15, 2007*

With administrative management centralized within the CEO, it was anticipated that the County would realize benefits to be enjoyed by County residents through improved outcomes, to strengthen the Board policy role, increased focused on County customers, and increased service integration^a.

New Governance Structure

The Board action in 2007 marked a significant change for the CEO from the former Chief Administrative Office (CAO), in terms of leadership expectations, responsibilities, and accountability. It also represents a change in the structure of the relationships among the three main leadership groups within the County: the Board, CEO, and departments. The governance changes required the CEO to assume new responsibilities. The significance and scope of this change warranted a comprehensive review of strategic priorities for the CEO. This 2010 Strategic Plan (Plan) is the first comprehensive Plan for the management and execution of the new CEO responsibilities. The Plan recognizes the role of the CEO as both facilitator and manager and the need to dynamically manage these roles. While primarily oriented to facilitating, engaging, building, and fostering interdepartmental collaboration, the CEO also bears accountability and responsibility for day-to-day County operations and fiscal management.

One of the strategic challenges for this new Plan is to create a cohesive roadmap for how the CEO will function in this new leadership role and build the organization, processes, communication channels, and operations to fulfill this new role. This new role is reflected in the new CEO mission statement which emphasizes the leadership role of the CEO as both operations and fiscal manager and moves beyond the “recommending role” that the former CAO held.

Provide fiscal and management leadership to facilitate policy development and effective program implementation, on behalf of the Board, to achieve the County’s mission.

Since the Board action in 2007, there have been two primary studies which have evaluated the implementation of the new governance structure and made related recommendations. In 2008, the Citizens’ Economy & Efficiency Commission (E&E Commission) conducted an evaluation of

^a Report to the Board of Supervisors, May 15, 2007, page 3.

the new governance structure. Consistent with the governance change ordinance requirement, the CEO engaged PerformanceWorks Consulting in 2009 to conduct an assessment of the effectiveness of the new structure 18 months after the effective date. The findings from these efforts were important input to the CEO planning process. Specific strategies and objectives have been developed to address recommendations from the two reports.

The Plan is intended to provide a framework for the CEO over the next three to five years to expand the intended benefits of the new CEO organizational structure and to strengthen the critical capacities within the CEO to succeed in this role. Ongoing monitoring of the Plan will be needed to adjust and modify strategies and objectives to respond to emerging issues.

Overview of Planning Process

The Plan was developed in three phases:

Phase 1: Identification of Strategic Issues – The core issues that the Plan must address were identified through interviews and a review of recent reports. Specifically, the following data sources were used to identify the strategic issues:

- Interviews and focus groups with Board offices, CEO staff, department heads, and department representatives. (Many of these interviews were conducted in conjunction with the governance study conducted by PerformanceWorks Consulting.);
- Governance study led by PerformanceWorks;
- *Report on the Implementation of the New Governance Structure*, Citizens' Economy & Efficiency Commission, July 2008;
- *Los Angeles County Administrative Governance Transition Report*, May 2007;
- Report on the progress of the prior CAO Strategic Plan Implementation; and
- 2009 County Strategic Plan.

The analysis from these interviews and review of reports was consolidated into a Strategic Issues report and presented to managers and staff that participated in the planning process as background for Phase II.

Phase II: Development of Mission, Goals, Strategies, and Objectives - Managers and executives from the CEO participated in a series of sessions to develop a revised mission statement to reflect the new role of CEO. Building on the mission statement, goals and strategies were developed followed by the development of the specific actions for the next year, presented as objectives. Working sessions were held with representatives from the various branches in the CEO followed by review sessions with executive staff, including the DCEOs, Chief Deputy CEO, and the Chief Executive Officer.

Phase III: Refinement - Once the core elements of the Plan were developed, the Plan underwent several cycles of revisions to refine the mission, goals, strategies, and objectives and to validate that the Plan addressed the critical strategic issues.

Key Strategic Issues

What emerged from the first phase of the planning process were three critical strategic issues that the Plan must address linked to the CEO's new role and responsibilities:

- ***CEO as leader of County fiscal and operations management*** – A number of issues surfaced regarding the CEO's role as it provides the program, operations, and financial leadership necessary for management of County operations, as well as leading the development of the County strategic planning process.
- ***CEO as manager/facilitator of departments*** – The new governance structure increased the administrative and management authority of the CEO for operations management. Both the Economy & Efficiency Commission report and the Governance Study identified the challenges as the CEO transitions into the more explicit leadership role with departments. While this role will emerge over time, it is critical that there be a common understanding among the CEO managers and staff of their new responsibilities and the ability to consistently and effectively execute these new roles.

As indicated in the May 2007, Transition Report:

“The CEO and department heads are jointly responsible for the collaborative, open and accountable culture that is required for a responsive, efficient, high quality public service Los Angeles County organization.”

- ***CEO as a department*** – Although the CEO's primary focus is responding to external stakeholders and leading department efforts, the CEO also has internal management responsibilities. These strategic issues refer to the CEO's role in leading, organizing, and mobilizing its internal resources to fulfill its mission.

These issues, accompanied with communications, form the basis of the four Strategic Plan goals. Effective communications to support the transition to the CEO structure was identified as a critical issue in the Governance Study. Communications are viewed as the mechanism to support the underlying cultural changes implicit in the new roles and to ensure policymakers, managers, and staffs throughout the County have the knowledge and information to succeed in their positions.

DRAFT CHIEF EXECUTIVE OFFICE STRATEGIC PLAN

Mission Statement

Provide fiscal and management leadership to facilitate policy development and effective program implementation, on behalf of the Board of Supervisors (Board), to achieve the County of Los Angeles' (County) mission.

Goals, Strategies, and Objectives

Goal 1 – Organizational Effectiveness: Organize the Chief Executive Office's (CEO) staffing and processes to promote accountable, collaborative, responsive, and innovative solutions to managing County government.

Strategy 1: Streamline internal CEO administrative operations and processes to facilitate timely and effective management and implementation of programs and policies.

Objective 1: Review CEO internal processes, including, but not limited to: hiring; contract and grants management; procurement; and, travel requests. Document processes including roles, responsibilities, approval processes, and timelines.

Objective 2: Based on Objective 1 findings, implement changes to administrative practices to streamline, control, and monitor processes.

Strategy 2: Based on the Board-approved Governance structure, realign roles and responsibilities within the CEO to better support the manager/facilitator role of the DCEOs and their staff, in improving County outcomes through interdepartmental collaboration, service integration, and evaluation of barriers to the delivery of services.

Governance Study Recommendation: Define key roles and responsibilities to support effective implementation of the governance structure.

Citizens' Economy & Efficiency Commission (E&E Commission Study) Recommendation: The Board consider directing the CEO to develop a job description that explicitly states the role and responsibilities of the Deputy Chief Executive Officers (DCEOs).

Objective 1: Develop a team of managers and analysts from across clusters and branches to clarify lines of authority and responsibility among clusters, central finance, and administrative services, including intergovernmental relations, facility development and compensation. (To be pursued in conjunction with Goal 4, Strategy 1.)

Objective 2: Based on the recommendations in Objective 1, realign the CEO organizational structure, as necessary, to ensure appropriate management and staffing levels. Develop decision-flow models to document and clearly define roles and responsibilities.

Objective 3: Review CEO functions based upon an evaluation of which functions are core to the Department's mission and reassign those that are more appropriately placed within another County department.

Strategy 3: Implement a CEO employee development program that supports management training, succession planning, and quality staff development and retention.

Governance Study Recommendation: Deliver targeted training necessary to optimize performance of the governance structure.

Objective 1: Develop a comprehensive training curriculum that provides opportunities for CEO staff to enhance budget and policy analysis and leadership skills.

Objective 2: Launch an internal mentoring program that matches new hires or transfers with experienced staff within the same branch or unit.

Objective 3: Develop a CEO staff rotation program that would provide CEO staff with a variety of assignments and experiences to strengthen their institutional knowledge and professional growth. Review promising models within and outside the County.

Objective 4: Revisit personnel practices, including the Appraisal of Promotability (AP) process, to promote promotional and rotational opportunities throughout the department. Utilize CEO Central to alert and inform staff regarding promotional and rotational opportunities.

Goal 2 – Communication: Deliver effective internal and external communication channels that provide the Board, County department heads, CEO employees, and other County employees with the information and knowledge necessary to successfully execute their responsibilities.

Strategy 1: Develop and implement comprehensive internal and external protocols to ensure consistent and timely communications.

Governance Study Recommendation: Deliver a comprehensive communications program.

E&E Commission Study Recommendation: The Board consider directing the CEO to establish communication protocols between the CEO's office and Board deputies; between the DCEOs and department heads; and between the departments and Board offices.

Objective 1: Develop and implement guidelines to standardize information dissemination by CEO to the Board, departments, and public, especially related to electronic communications and document sharing via e-mail.

Objective 2: Define and document storage procedures and requirements related to key CEO documents. Identify documents that should be available on the County Intranet/Internet, posted within CEO Central, and/or filed within cluster/branches.

Strategy 2: Develop, enhance, and implement technology options for building online resource, knowledge, and communication tools for internal CEO information sharing.

Objective 1: Maximize the use of CEO Central as an online resource for CEO to communicate status on CEO initiatives. Define timely posting requirements for internal CEO publications and Board-related documents. Incorporate an expanded search capability and an enhanced CEO staff directory that provides an online knowledge “bank” for project management and lead/contact information.

Objective 2: Explore the cost, benefit, and potential use of technological tools (e.g., SharePoint) to enhance intradepartmental communication.

Objective 3: Identify options for electronic centralized records management to support document identification, storage, retrieval, and catalog. Options should include exploring archiving capability of the Executive Office’s CRM for Board-approved documents.

Strategy 3: Deliver enhanced information sharing among CEO staff to ensure effective coordination on strategic priorities.

Objective 1: Redesign the structure and membership of the weekly managers’ meetings to foster greater collaboration and information sharing. Develop procedures for posting of key information and actions from meetings utilizing CEO Central, particularly sharing key budget information with all appropriate staff.

Objective 2: Continue to produce a quarterly report for high-priority CEO-led initiatives highlighting results, critical decisions, and identifying project leads. Post to CEO Central.

Objective 3: Heighten the awareness of fiscal policy so that it is incorporated or considered early on in program and policy development.

GOAL 3 – Leadership: Advance Board priorities and countywide initiatives to facilitate and promote efficient County operations and results.

Strategy 1: Provide leadership and management to promote effective countywide operations, expand efficiencies, and streamline internal County processes.

Governance Study Recommendation: Support County Executive as the manager of applicable departments, while setting expectations of facilitative orientation.

Objective 1: Identify budgetary, cost-reduction, and performance management strategies to be implemented within the CEO to achieve cost-efficiencies. Track progress, share results, and provide guidance to support implementation within County departments.

Objective 2: Develop a more pro-active Risk Management model and revise claims process to reduce cost of low dollar, high frequency claims.

Objective 3: Lead countywide cost-reduction programs. Pilot cost-reduction and efficiency programs with departments. Based on pilot results, develop strategies for expansion countywide, as appropriate.

Objective 4: Define plan for management and membership of Chief Deputies' Efficiency Group. Promote cost reduction and efficiency results on Efficiency Initiative Website.

Strategy 2: In partnership with the Board of Supervisors, provide effective leadership in the consistent review, update, and implementation of the County Strategic Plan, so that it embodies the County's strategic direction for the future.

Governance Study Recommendation: Create explicit priorities, aligned with Strategic Plan, to direct organization-wide efforts. This alignment should be tied to outcome-based metrics.

E&E Commission Study Recommendation: The Board consider directing the Auditor-Controller, in coordination with the CEO, to: (a) develop a set of organizational metrics to assess success in this new organization, and (b) direct the CEO to report annually to the Board on these assessments.

E&E Commission Study Recommendation: The Board consider directing the CEO to design a framework within which policy issues are identified, discussed, and place on the agenda for potential action.

Objective 1: Partner with Board offices in the County strategic planning process with a focus on the review and evaluation of the County's progress in improving the governance structure objectives. Use the Governance Model Importance/Performance Survey and other metrics to inform the evaluation.

Objective 2: Set regular discussion sessions of the County and CEO Strategic Plans among CEO management and staff to promote greater collaboration, understanding, and support for the Strategic Plans' priorities.

Objective 3: Develop regular forums in which CEO and Board offices can collaboratively and proactively coordinate on emerging financial, operational, and programmatic issues.

GOAL 4 – Fiscal Management: Ensure the overall fiscal stability of the County of Los Angeles through resource management and revenue enhancement.

Strategy 1: Strengthen the internal resources for CEO to execute his role as the leader of the County's fiscal management and policy development.

Governance Study Recommendation: Deliver targeted training necessary to optimize performance of the governance structure (budget development and management is specifically identified).

Objective 1: Evaluate resources and management needs to support CEO execution of fiscal management leadership.

Objective 2: Strengthen financial management operations by continuing to develop sound fiscal policy, provide strong budgetary support and leadership to County departments, utilize analytical tools, such as long-term forecasting, and provide targeted training to budget staff within the CEO and countywide. Effectively communicate the Board's fiscal direction and implementation of fiscal policy to departments and the public.

Objective 3: Expand on work currently underway to more clearly define budget analysts' roles and expectations. Clarify relationship between cluster budget staff and central finance.

Objective 4: Identify strategies for enhancing collaboration and partnership with County departments, the State, and other jurisdictions to develop policies and programs that secure the County's fiscal base, provide greater local control over the use of funding sources, and expand opportunities to increase revenue.

Strategy 2: Strengthen the annual countywide budget development process to support consistency with County strategic and fiscal direction.

Objective 1: Revise the budget timeline and process to ensure early discussions of key policy priorities and issuance of initial instructions by early fall. Provide updated instructions, as necessary, as revised fiscal information emerges.

Objective 2: Develop a structured process to ensure CEO Finance provides timely, comprehensive, and consistent communications, including standardized tools and written instructions, to budget analysts and other Cluster staff during the budget development process. Utilize CEO Central to post early and frequent updates and budget alerts.

Objective 3: Continue to expand the reliance and analysis of performance measures in budgetary decision-making.